

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

Julie Muscroft

The Democracy Service

Civic Centre 3

High Street

Huddersfield

HD1 2TG

Tel: 01484 221000

Please ask for: Jodie Harris

Email: jodie.harris@kirklees.gov.uk

Monday 11 October 2021

Notice of Meeting

Dear Member

Economy and Neighbourhoods Scrutiny Panel

The **Economy and Neighbourhoods Scrutiny Panel** will meet in a **Virtual Meeting - online** at **1.00 pm** on **Tuesday 19 October 2021**.

This meeting will be webcast live and will be available to view via the Council's website.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft", on a light-colored background.

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Economy and Neighbourhoods Scrutiny Panel members are:-

Member

Councillor Harpreet Uppal (Chair)

Councillor Gwen Lowe

Councillor Yusra Hussain

Councillor Martyn Bolt

Councillor John Taylor

Councillor Robert Iredale

Chris Friend (Co-Optee)

Eilidh Ogden (Co-Optee)

Andrew Bird (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

To receive apologies for absence from those Members who are unable to attend the meeting.

2: Minutes of the Previous Meeting

1 - 10

To approve the Minutes of the meeting of the Panel held on 7 September 2021.

3: Interests

11 - 12

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Panel will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation by emailing executive.governance@kirklees.gov.uk.

6: Public Question Time

The Board will hear any questions from the general public. Due to Covid-19 restrictions, questions should be emailed to executive.governance@kirklees.gov.uk no later than 10am on Monday 18th October 2021.

7: Kirklees Housing and Neighbourhoods and Estate Management Update 13 - 18

To provide the Panel with an update on the transfer of the housing management and maintenance services (formally provided by KNH) back to the Council.

Contacts:

Naz Parker, Service Director for Homes and Neighbourhoods
Eric Hughes, Head of Business Assurance and Transformation

8: Hot Food Takeaway Supplementary Planning Guidance (SPD)

The Panel will consider a report setting out the approach taken in the draft Hot Food Takeaway SPD and the next steps for consultation and adoption of the SPD.

Contacts:

Steven Wright, Planning Policy and Strategy Group Leader.

9: Work Programme 2021/22 19 - 24

The Panel will consider its work programme and forthcoming items/activities for 2021/22.

Contact:

Jodie Harris, Principal Governance and Democratic Engagement Officer

This page is intentionally left blank

Economy and Neighbourhoods Scrutiny Panel

Tuesday 7th September 2021 at 1.00pm

Present:

Councillor Harpreet Uppal (Chair)
Councillor Gwen Lowe
Councillor Yusra Hussain
Councillor Martyn Bolt
Councillor John Taylor
Councillor Robert Iredale

Co-optees:

Chris Friend
Andrew Bird

In Attendance:

David Glover, Senior Responsible Officer, Economy and Skills
Simon Taylor, Head of Development and Master Planning, Growth and Housing
David Shepherd, Strategic Director, Growth and Regeneration
Mark Scarr, Head of Highways
Sue Proctor, Service Director – Highways and Street Scene, Environment and Climate Change
Kathryn Broadbent – Operational Manager, Street Scene and Housing
Chris Dows – Group Engineer, Economy, and Infrastructure

Observers:

Councillor Peter McBride
Councillor Paul Davies
Councillor Naheed Mather

Apologies:

No Apologies were given.

1. Membership of the Committee/ Apologies

There were no apologies received.

2. Minutes of the Previous Meeting

The Panel considered the minutes of the previous meeting held on 24 August 2021.

The Panel noted that in relation to the A62 to Cooper Bridge Corridor Improvement Scheme that there needed to be a specific time scale (i.e.- years, months) for developments included in the Minutes.

The Minutes of the meeting held on 24 August 2021 were agreed as a correct record subject to the inclusion of the aforementioned information.

3. Interests

No Interests were declared

4. Admission of the Public

Items 1 to 9 were considered in the public session. It was advised that Item 10 - Waste Disposal Commercial Offer was to be considered in private by virtue of the reports containing information which falls within a category of exempt information as contained in Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation Order) 2006).

5. Deputations/Petitions

No deputation or petitions were received.

6. Public Question Time

No questions were received from the public.

7. Update on the Cultural Heart, Part of the Huddersfield Blueprint

The Panel considered a report setting out the progress of the Cultural Heart programme which was presented by David Glover, Senior Responsible Officer-Economy and Skills and David Shepherd, Strategic Director, Growth and Regeneration.

Cllr Peter McBride - Portfolio Holder for Regeneration and Cllr Paul Davies - Cabinet Member for Corporate were also in attendance. Cllr McBride gave an overview of the Cultural Heart explaining that it was an ambitious programme which aimed to transform the town centre of Huddersfield. Due to the complexity, of the developments the Council had employed consultants to provide guidance on various aspects of the plan, such as costing and staging, for example. Cllr Davies explained that reflecting local culture was a priority of the scheme, and engagement with local people was essential to create a town centre which celebrated what Kirklees had to offer, built local esteem, and established Kirklees as a place nationally. The plans also included a focus on sustainability and the creation of a greener town centre.

David Shepherd advised that the Cabinet had identified accelerated delivery of the Cultural Heart as a priority. To achieve this, a 'Gateway System' had been designed to ensure that Cabinet continued to lead the process at each critical stage of its delivery. Using this approach, the scheme could not progress through the identified 'Gateways' without Cabinet approval.

David Glover gave a presentation which set out an overview of the Huddersfield Blueprint and the Cultural Heart and the progress to date. It was noted that:

- The Huddersfield Blueprint was a £250m programme launched in 2019 and included 24 core regeneration projects.
- The Cultural Heart programme was one of 4 flagship projects within the Blueprint
- The purpose of the Cultural Heart programme was to reset Huddersfield Town Centre through the introduction of a new event space and food court, a high quality urban park, a modified or new library, an art gallery and museum, improved connections to the university and new car parking facilities.
- Cabinet approved for the for the scheme to progress to Gateway 2 on the 22nd June 2021.

- The approved report set out the strategy for developing the Strategic Outline Case (Gateway 1), a robust master plan and the Outline Business Case (Gateway 2) .
- November 2021 was the target for Gateway 1. To meet this, work was ongoing such as stakeholder consultations, procurement of Architects and Engineers, heritage impact assessments and initial planning consultations.
- July 2022 was the target for Gateway 2 and the total estimated timescale for completion of the programme was from 2021 to 2026.
- The programme had an estimated total value of between £170m and £200m.
- A sustainability review had commenced to ensure the development of the Cultural Heart was in line with new and existing Council policies.
- This included plans to connect the Cultural Heart with the proposed town centre heat network and electricity project to reduce the town centres carbon footprint.
- Social value was also important and increased social opportunities would become deliverable as the project moved into the construction phase.

Questions and comments were invited from Panel Members and the following issues were raised.

In response to a question about ensuring Cabinet's oversight throughout the process (referring more specifically to recommendations and the scheme of delegation in the report), David Shepherd advised that the recommendations in terms of delegation were made to ensure Cabinet's key priority of accelerated delivery.

The Panel highlighted the importance of measurable environmental outcomes. David Shepherd responded saying that it was important to consider resilience for the future throughout the delivery of the programme. This was to be achieved through building to exacting environmental standards, and the plans to link the Cultural Heart to any future district heat and electricity network to ensure that energy comes from the most sustainable sources. The development of a travel plan also aimed to allow visitors to access the town centre in sustainable ways by encouraging active travel and by providing sufficient electric vehicle (EV) charging points.

The Panel asked what changes had been made since the Blueprints introduction in 2019. David Shepherd explained that it was there could be positional changes that would be identified through site interrogation as developments progressed but assured members that they would be informed of any changes.

Responding to concerns about the strain on internal and external council services as resources were drawn into Huddersfield, David Shepherd agreed it was important to ensure that other regeneration projects across Kirklees were not hindered by the delivery of the Cultural Heart. A team of external consultants had been established to work alongside the officer teams to provide support. Cllr McBride empathised that in recognising the size, scale and the complexity of the proposals that external expertise had been commissioned to provide guidance and feedback on the delivery of the programme. Cllr Davies added further assurance that Cabinet understood and took on board accountability for the project.

The Panel asked further questions about stakeholders and the provision of market based information. David Shepherd explained that key stakeholders included the Huddersfield Bid (business improvement district), the Civic Society, the Huddersfield University, Public Sector Partners (i.e.- police and health partners), educational providers as well as all elected members. Work was also ongoing with the Mayor of the West Yorkshire Combined Authority to ensure that the Cultural heart was integrated with a co-ordinated stream of investment into the town centre.

In the discussion to follow the Panel, suggested that further engagement be undertaken with local groups such as the Street Angels, as well as the Visual Impairment Network and the Guide Dog Association to ensure an accessible town centre. The use of Braille placed in key locations to describe what can be seen was suggested as an example of good, inclusive, and accessible to design.

In response to the question about market based information David Shepherd advised that IPW and Queensbury had been commissioned to provide high level market intelligence, with a particular focus on the event space and food venues, to create a town centre that was successful locally, regionally, at present and in the future.

Responding to Panel members comments regarding inclusivity for all types of visitors, David Shepherd highlighted that designing welcoming, well maintained and safe spaces and facilities were essential. Inclusivity was to be factored into the wider travel plan to break down any mobility barriers that might prevent a person from accessing the town centre. The Panel agreed that the transport plans needed to receive the same amount of focus and planning as the physical creation of the town centre.

The Panel also welcomed comments about the heat and electricity district network but wanted to know what other options were being considered to ensure sustainability, and in the discussion to follow, the use of solar panels and wind turbines were suggested. David Shepherd agreed that it was important to continue to review the scheme as it developed to ensure it supported the Councils Climate Emergency target to be net 0 by 2038. It was acknowledged that there would be financial implications involved and so it was important that the Cabinet were well informed throughout the process.

The Panel highlighted welcomed the plans to create a high quality urban park and expressed in relation to place-shaping that it was important to be ambitious to create a town centre that Kirklees could be proud of and a place that people wanted to visit.

The Panel also requested that:

- The link from the Lawrence Batley Theatre to the Cultural Heart was defined and made clear in future reports.
- Regular quarterly progress reports be provided to the Panel.
- That consideration was given to the issue of surface water in the early design phases.

In response to a question about communications and engagement with the public, Cllr Davies explained that the communications strategy would take a multifaceted approach, and the Council was seeking expertise on how to ensure meaningful

engagement with the public. In the discussion to follow, the Panel suggested that a 3D model of the Cultural Heart be displayed in Huddersfield Town Hall to communicate and engage with residents who don't have internet access.

David Shepherd responded to a question concerning the demolition of concrete with embedded CO2. He agreed that the correct disposal of concrete was important, but also highlighted that some concrete was listed. In such cases, this concrete would be preserved. Other options included the effective reuse of concrete such as in road building programmes. It was important to consider sustainable building materials going forwards. Linking to the discussion about measurable outcomes, David noted that it would be important to measure both the immediate carbon impact and the lifetime carbon impact of the town centre.

The Panel also suggested:

- That consideration be given to providing better narrow boat facilities , such as moorings to allow people to visit the town by boat. It was suggested that engagement be held with the Canal and Riverbank Trust
- That the town centre be created and marketed in a way that encouraged visitors to explore the surrounding towns and villages across Kirklees.

David Shepherd welcomed the Panels suggestions, explaining that the museum offer could be a used to increase visitor interest in other areas of Kirklees. In response to a question about making the town centre unique, David added that plans to design green spaces in a way which highlighted Kirklees's rural character within an urban setting could be the towns unique selling point.

RESOLVED –

The Panel noted the contents of the report and requested that the following key observations and recommendations be noted:

- 1) In relation to sustainability and social values, the Panel requested that the correct metrics were put in place to measure outcomes.
- 2) The Panel noted that it was important to focus on the development of sustainable travel options, such as active travel and EV facilities, but that there also needed to be adequate parking facilities to meet current demand.
- 3) In relation to communications, the Panel noted that it was important to ensure the purpose and vision for the Cultural Heart was made clear to all stakeholders, including those without internet access.
- 4) The Panel suggested that engagement be undertaken with the following local groups: the Street Angels, the Visual Impairment Network , the Guide Dog Association and the Canal and Riverbank Trust.
- 5) The Panel requested that the link from the Lawrence Batley Theatre to the Cultural Heart was included in future reports.
- 6) The Panel noted the importance of elected accountability and scrutiny and agreed that regular quarterly written progress reports be provided to the Panel.
- 7) The Panel noted that consideration should be given to the issue of surface water in the early design phases.

- 8) The Panel suggested that the town centre is built and marketed in a way that encourages and attracts visitors to the surrounding towns and villages across Kirklees.

8. Review of Winter Maintenance Services and the Link to Planning

The Panel considered the update on Review of Winter Maintenance Services and the Link to Planning presented by Mark Scarr- Head of Highways, Sue Proctor -Service Director, Highways and Street Scene, Environment and Climate Change, Kathryn Broadbent – Operational Manager, Street Scene and Housing. Chris Dows – Group Engineer, was also in attendance in relation to the link to planning and Cllr Paul Davies - Cabinet Member for Corporate were also in attendance.

Kathryn Broadbent gave a presentation to provide the Panel with an update on the provision of winter maintenance services and information on the link with planning and highlighted the following key points:

- In 2021/22, the winter services were planned to operate for 27 weeks (extended from 24 weeks) from 18th October 2021 to mid-April 2022.
- There were 25,000 tonnes of salt in stock (more than the minimum requirement) and the service looked after over 1,200 miles of road network.
- The Audit Commission recommended that Councils should grit between 24% and 38% of their road networks.
- Kirklees treated about 53% of its road network, exceeding the national average (30%) and the Audit Commission's recommendations in order to reflect the districts challenging typography.
- The normal gritting network consisted of main roads, main bus routes and steep routes that provided important links to main roads. The service was not responsible for private streets.
- Gritting action was informed by a specialist forecast and the predictions of 4 weather stations placed in various locations across Kirklees.
- Gritting took place on a forecast for freezing temperatures as road salt worked best when applied in advance of any snow fall or ice formation.
- On marginal nights there were night patrols that checked the conditions (reporting back to the senior decision makers) and undertook localised gritting.
- Usually gritting took place at 5am and 6pm, before and after rush hour.
- In response to severe weather, operation switched from normal activities to concentrating ploughing efforts on main road and supporting emergency services.
- As severe weather settles, work would be undertaken alongside operational teams within the council, (i.e.- street sweeping and bins) to focus on getting back to business as normal.
- The recovery would focus on clearing key locations and prioritising access to hospitals, health centres and schools.
- A key priority was keeping people informed about winter weather and to encourage early preparation.
- The Twitter account, @kirkleeswinter, for example, was a well-known method of communication with the public, where regular updates were posted about the decisions taken, and gritting/night patrol activities.

- The Council supported community gritting groups who helped vulnerable people by clearing roads and pavements locally to premises where elderly/disabled residents live and receive services.
- There was an engagement session planned with the 24 local community gritting teams to identify how the support and information provided to them may be improved and to increase the number of groups in Kirklees.
- The Council provided grit piles to farmers helped to clear lanes which were not on priority gritting routes supporting small communities and rural Businesses.
- There were over 1450 grit bins in Kirklees to meet local Councillor's priorities
- Engagement was to be undertaken with Councillors to prepare bins and their locations for winter.
- Schools were provided with key messages to provide to parents/carers to keep them informed, and information about school closures was published on the Councils website.

In response to the link to planning, Kathryn explained there was no specific consideration to routine winter maintenance, however all adoptable layouts were assessed to ensure waste collection vehicles can access developments. Highways had smaller vehicles that could be used in tighter residential estates if gritting or snow clearance was needed. During extreme weather and if resources permit – "hand grit" teams will be deployed in some residential areas

In the discussion to follow the Panel highlighted that there were significant housing developments across the district and asked how many would not be included on a gritting route. Concerns were also raised about Shepley health centre which was not on a priority to gritting route. In respect of the routes gritted and the number of local grit boxes, it was highlighted that it was important to build capacity for winter maintenance alongside the growth in housing.

Sue Proctor responded on the issue of housing developments and reassured the Panel that 53% of the network was gritted and this was for the benefit of all residents in Kirklees. This was not extended to new housing developments, and this was a common approach taken nationally and regionally. Parked cars on residential streets were also an issue, alongside that due to lack of vehicle traffic gritting was not as effective on these streets as regular traffic was required to activate the grit.

The Panel highlighted that the 53% of roads included in the gritting network would be reduced year by year as the local network increased alongside housing developments. In respect of grit bins, concerns were raised about communities being less able to support themselves unless more bins were provided. The Panel also expressed that the lack of bins put increased pressures on ward councillors.

Sue Proctor took on board the Panels comments acknowledging that prioritising where to grit was difficult , but all services were currently stretched to capacity and during periods of severe weather the priority was on keeping the network running and keeping people safe. In order to change/ expand the gritting network a full service review would need to be undertaken.

The Panel requested that Cabinet Member, Cllr Paul Davies, raised the issue with the Cabinet. In response Cllr Davies acknowledged the challenges around housing

growth, resources and capacity and agreed to discuss the Panels concerns further with the Strategic Director for Environment and Climate Change and the Cabinet Portfolio Holder for Environment.

The Panel noted that primary schools in Kirklees were commonly located on narrow side roads which were subject to high levels of footfall/traffic and asked about what was being done to keep residents accessing schools safe.

Kathryn Broadbent explained that 66% of schools were within 50 metres of a main gritting route but appreciated that a number of primary schools were located on side roads. There were several primary schools with grit bins which the Council provided. Parents and schools worked together to distribute the grit and the Council encouraged that with the correct snow gear that children could get to school safely while enjoying the snow. The Panel welcomed comments agreeing it was important to allow children to learn through playing in snow in a safe way.

In the discussion to follow, the Panel highlighted that people feel safe when they have a grit bin nearby, and that there were concerns about how residents might feel if grit bins were to be moved from one location to another. The Panel further requested that a map be provided to ward councillors which showed the location of grit bins. A question was also asked about the issue of the excessive emptying of some grit bins and how this could be prevented.

Kathryn Broadbent explained that maps (showing the locations of grit bins) would be provided to ward councillors at an upcoming engagement session. Kathryn agreed that grit bins required communities to move and place grit but explained that the council did assess how much grit was being used and highlighted that in some cases, the grit was underused. In relation to the issue of emptying of grit bins Kathryn explained that the bins were open to public use on a trusting basis that grit would be shared fairly amongst communities.

Responding to further concerns raised about the new housing developments, Kathryn highlighted that some large residential developments are managed by companies which maintain shared areas and there is an arrangement where those companies will provide grit bins to those residents and highlighted this could be an option to be perused on larger developments.

Mark Scarr expressed his understanding of the concerns around grit bins and on ensuring that the grit was used in the location it was provided for. He also explained that some research had been undertaken in respect of grit bins in other local authority areas. This data had shown that Kirklees provided significantly more grit bins than neighbouring authorities. The Panel noted that this was positive, but it was important to consider population sizes of other local authorities in comparison to the amount of grit bins needed.

The Panel asked what criteria was used for certain side/B roads explaining that over the previous winter period that there were reports of public service workers being unable to get to work safely as they lived on side roads which were not gritted.

Kathryn Broadbent explained that in periods of severe winter weather that the first priority was to stabilise the main gritting route before clearing other streets taking a planned and co-ordinated approach with other highways teams such as waste disposal to get back to business as normal as quickly as possible. Where the Service were made aware of a significant number of key workers and emergency staff who were unable to get to work safely, hand-gritting teams may be deployed where resources allowed.

Considering the concerns raised during the discussion, the Panel put forward the need to reassess the existing policy and recommended that the Cabinet considered whether winter maintenance could be an item for growth in the budget.

The Panel further highlighted that active travel routes required specific maintenance during winter and work needed to be done to ensure these were safe and kept clear. In respect of the link to Planning, the Panel suggested that a supplementary planning document (SPD) be provided placing the onus on development companies to provide grit bins to developments of a certain size.

Sue Proctor responded to comments about grit piles and advised that the Council worked with communities to help them understand how to use the resource. Recognised the importance of ensuring the grit bins were filled regularly but reiterated that due to the high number of grit bins in Kirklees that it could take up to 3 weeks to refill them all, whilst dealing with other issues such as highways repairs and clearing with snow and ice on priority routes. Expressed understanding to Panel members concerns and the value of their input. In respect of the issue of active travel, Sue acknowledged that this was a new priority and challenge to the highway's authority in accordance. The new demand of the service came alongside the climate change agenda and recognised the importance in maintain active travel routes.

Chris Dows responded to the Panels question on the scope of what can be included under a section 106 or a supplementary planning document in relation to large housing developments and winter maintenance. He advised that providing grit bins was not required to make a planning test but suggested that this issue needed clarifying further with planning policy officers.

RESOLVED:

The Panel noted the contents of the report, and it was agreed that:

1. A network review be undertaken in respect of the criteria required for roads to be included on a gritting route.
2. The Cabinet should assess the current policy for winter maintenance and consider this as an item for growth in the budget.
3. The Strategic Director for Environment and Climate Change and the Cabinet Portfolio Holder for Environment be informed of the challenges around housing growth, resources and capacity for winter maintenance.
4. Clarification be provided to the Panel in respect of the scope for winter maintenance provisions in Supplementary Planning Documents and Section 106 Notices.
5. The maintenance of Active travel routes during winter should be provided for.

6. A response be made to Cllr Taylor in respect of Shepley Health Centre.

9. Work Programme 2021/22

The Panel considered its work programme for 2021/22

RESOLVED: The Panel noted the work programme.

10. Waste Disposal Interim Arrangements

The Panel noted that Item 12- Waste Disposal Interim Arrangements was to be considered in private session as per the reasons set out under Item 11.

11. Exclusion of the Public

The Panel noted that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

Councillor Bolt declined to agree and exited the meeting. The Panel agreed to consider the report in private.

12. Waste Disposal Interim Arrangements

The Panel considered the report **Waste Disposal Interim Arrangements** in private session as per the above reasons.

AOB

No other Business.

KIRKLEES COUNCIL				
COUNCIL/CABINET/COMMITTEE MEETINGS ETC				
DECLARATION OF INTERESTS				
Economy & Neighbourhoods Scrutiny Panel				
Name of Councillor				
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest	

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

(a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

(b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Economy and Neighbourhoods Scrutiny Panel

Date: 19th October 2021

Title of report: Homes and Neighbourhoods Transfer

Purpose of report: To provide an update on the transfer of the housing management and maintenance services (formally provided by KNH) back to the Council.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable If yes give the reason why
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	No No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable If no give the reason why not
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	David Shephard - Strategic Director Growth and Regeneration - 8 th October 2021.
Cabinet member portfolio	Cllr Cathy Scott – Portfolio Holder for Housing and Democracy

Electoral wards affected: The service manages properties across all the electoral wards in the Borough

Ward councillors consulted: Councillors were consulted prior to the transfer decision in October 2020

Public or private: Public

Has GDPR been considered? Yes – as part of the transfer back to Kirklees Council all data held by Kirklees Neighbourhood Housing has been transferred to the Council.

1. Summary

Following the decision taken by Cabinet in October 2020 that the housing management and maintenance services previously provided by KNH should be delivered directly by the Council a significant amount of work has been undertaken to bring this to fruition. This report provides an update on the transfer of these services and the outline plans for its further development.

Bringing these services back in house and ensuring they are meeting tenants needs now and in the future has been the driver by this approach. The move back is being delivered in three phases of activity these being transfer, transition, and transform. These phases are set out in more detail below.

The transfer phase that started following the cabinet decision with a target date of 1st April 21 was successfully delivered thanks to the efforts of a dedicated project team. This year is focused on the further embedding of the Homes and Neighbourhood Service (H+N) into the Council (Transition). A key focus for this year is concentrating on core business and the delivery of our compliance programme following our self-referral to the Regulator for Social Housing (RSH).

Finally, we are looking ahead to the future development of our services for the benefit of our tenants. This is part of our transformation phase that will pick up pace from 2022 onwards and will become our three-year rolling service plan.

These three phases are not linear and are iterative in their approach, therefore timescales and plans will be flexed to achieve the best possible results.

2. Information required to take a decision

No decision is required

3. Implications for the Council

3.1 Working with People

Through our housing management and maintenance services we are in regular contact with our tenants and their families who live in our 22k properties

3.2 Working with Partners

Partnership working is well embedded within the service. As part of our Service Excellence initiative, we are working with our partners to identify further opportunities for cooperation and collaboration on a range of initiatives.

3.3 Place Based Working

The service has always operated using a patch or neighbourhood approach. As part of the services reintegration into the Authority further alignment is underway with the place based approach adopted by the Council.

3.4 Climate Change and Air Quality

The service has a number of programmes and initiatives to meet our climate change obligations ranging from the increased insulation of our properties to the rolling out of fully electric vehicles.

3.5 Improving outcomes for children

There are no specific outcomes for children identified within the transfer plans

3.6 Other (eg Legal/Financial or Human Resources) Consultees and their opinions

The Housing Revenue Account remains a ringfenced funding for the Councils Social Housing Stock.

4. Next steps and timelines

This section provides an overview of the activities that have been undertaken during the transfer phase of the project to bring the housing management and maintenance services previously undertaken by KNH back in house. It further provides an overview of the plans for the further integration of these services into the Council and the medium-term plans that are being developed for their future improvement.

Transfer

To achieve the smooth transfer of services from KNH to the Council on 1st April 2021 a project team was established to direct a number of workstreams including:

Human Resources

To oversee the communication with staff, manage the TUPE transfer of over 800 staff, together with the induction, and onboarding of the 75 staff who moved from KNH to council corporate services departments.

Financial

The closing down of the KNH accounts and company codes in SAP and moving these over to the councils coding structure.

ICT

Overseeing the system changes required to move from one legal entity to another, transferring internet and intranet content to bring it in line with the councils offer and managing the move of all the KNH email and user accounts onto those of the council.

Governance

Establishment of new governance arrangement in the development of the Housing Advisory Board, transferring KNH contractual and legal arrangements into the name of the Council, and once final accounts are available the voluntary liquidation of KNH.

Communications

Throughout the process communications have been key with staff and key stakeholders along with the rebranding of the service with its new Homes and Neighbourhoods identity.

These short explanations can only briefly describe the considerable volume of work that has been undertaken in a relatively short period of time from the decision to make the transfer happen by 1st April. Thanks to the commitment and dedication of staff from across KNH and the Council all the key legal and regulatory requirements were fulfilled by the target date. There are still activities underway to bring the transfer phase to a conclusion however this is now substantially complete, with the final actions to close the company remaining.

Transition / Consolidation

This year 21-22 is the transition year with a key focus on aligning and embedding the Homes and Neighbourhood Service back into the Council. The effort to “get us over the line” by 1st April was significant and this combined with the additional demands of working through the pandemic are being recognised. Whilst further integration activities with the council will continue the service has set itself some core objectives for 21-22.

We are therefore trying to keep a focus for this year simple, based on these following five key priorities.

1. **Core Business** – we shall continue to deliver and provide the best possible services to our tenants.
2. **Compliance** – we have a focus on keeping our tenants safe and are addressing all areas of our compliance programme.
3. **Complaints Review** – is an important building block of the White Paper and so helps us meet our regulatory obligations.
4. **CX** – implementing a new core housing management IT system is a significant investment and will deliver enhanced services for our tenants.
5. **CVD19** – we are now focused on delivering our services effectively and efficiently in a post pandemic world and supporting staff with recuperation opportunities.

A key part of this year’s activities is focussed on our high-rise properties following our self-referral to the RSH. This work continues to focus on the key six compliance areas and our addressing the identified fire and other compliance risks. Waking watches and other risk mitigations remain in place to provide assurance for our tenants and contracts are being finalised to undertake the remediation works to bring the properties into compliance.

As part of this Transition year the Kirklees Leaders Forum event in June was hosted by H+N leadership team as a way of introducing the new service to the wider Kirklees leadership group. Further opportunities to extend this conversation for the further integration and alignment of H+N into the Council are being built into our “Service Excellence” stakeholder engagement plan.

This service excellence initiative is the start of our next phase of continuous improvement and will be the springboard of activities in our service transformation journey from April 22 onwards. As part of this approach, we are currently undertaking conversations with key internal and external stakeholders to support our transformation aspirations.

Transformation

The medium and long term transformation of the service is being driven by a number of key factors in response to external changes such as tenant’s expectations and regulatory requirements and internal programmes to deliver continuous improvement. These drivers include but are not limited to:

- Post Grenfell Tower building safety regime
- Establishment of a building safety regulator and increased powers for the Social Housing Regulator and the Housing Ombudsman
- Housing White Paper – the tenant’s charter
- Increasing tenant expectations as evidenced by the transfer consultation
- Investment in our IT infrastructure
- Wider societal and technological advances that raise expectations of service delivery and quality

Whilst these are already identified drivers for change the current service excellence stakeholder engagement that is underway will help to further inform the key outputs that will be required that meet in response to our stakeholders’ expectations and support our response to the above.

As previously noted, this is not a linear transformation programme and activity is already underway to:

- Replace the Housing Management system
- Develop a new data structure across the housing management, asset management and maintenance systems
- Scope system requirements for new assets and maintenance systems
- Review our complaints handling process
- Develop our approach to place-based working
- Workforce development plan to encompass succession planning and future skills requirements that respond to the Housing White Paper and new regulatory environment

This plan is dynamic and will be updated following the outcomes from our stakeholder engagement exercise and as further actions are identified.

5. Officer recommendations and reasons

Members are asked to note the report

6. Cabinet Portfolio Holder's recommendations

N/A

7. Contact officer

Eric Hughes -Head of Business Assurance and Transformation

eric.hughes@kirklees.gov.uk Tel 01484 221000 x 77917

8. Background Papers and History of Decisions

Cabinet Decision October 2020 to bring the Housing Management and Maintenance Services back in house.

9. Service Director responsible

Naz Parkar – Director Homes and Neighbourhoods

ECONOMY & NEIGHBOURHOODS SCRUTINY PANEL

Agenda Plan 2021/22

	Items	Officer Contact	Notes
<p>Tuesday 13th July 2021</p> <p>Agenda Publication: Monday 5th July 2021</p>	<p>Kirklees Resource and Waste Strategy</p> <p>The Panel will consider a report which sets out the draft Kirklees Resource and Waste Strategy prior to full council in September 2021.</p> <p>Dewsbury Town Centre Update</p> <p>To provide the Panel with an update on Dewsbury Town Centre projects and their programmes for delivery.</p> <p>Work Programme</p>	<p>Sue Proctor/Will Acornley /Lory Hunter/Natalie Stone</p> <p>Simon Taylor/ Peter Thompson,</p>	
<p>Tuesday 24th August 2021</p> <p>Agenda Publication: Monday 16th August</p>	<p>Cooper Bridge Update</p> <p>Update to Panel ahead of Cabinet Meeting in September</p>	<p>Keith Bloomfield</p>	

	Work Programme	Jodie Harris	
Tuesday 7th September 2021 Agenda Publication: Monday 30 th August	Review of Winter maintenance services including the link to planning Cultural Heart Scheduled to go to Cabinet in November Waste Disposal Interim Arrangements (private) Work Programme	Sue Proctor / Kathryn Broadbent/ Mark Scarr David Glover /David Shepherd Nigel Hancock/Lory Hunter Jodie Harris	
Tuesday 19th October 2021 Agenda Publication: Monday 11 th October	Hot Food Takeaway SPD Kirklees Housing and Neighbourhoods update including estate management	Mathias Franklin /Hannah Morrison/ Johanna Scrutton Steven Wright Naz Parker	

	Work Programme	Jodie Harris	
Tuesday 30th November 2021	Place Partnership Leads – Active Travel Update	Vina Randhawa	
Agenda Publication: Monday 22 nd November	Procurement of Waste Treatment Services	Nigel Hancock/ Lory Hunter / Will Acornley	
	Cabinet December		
	Work Programme	Jodie Harris	
Thursday 6th January 2022	Affordable Housing and Housing Mix SPD (TBC)	Steven Wright /Mathias Franklin	
Agenda Publication: Wednesday 29 th December	Smaller Towns Programme	Simon Taylor	
	Work Programme	Jodie Harris	
Thursday 3rd March 2022	Huddersfield Blueprint Update	Simon Taylor	
Agenda Publication: Wednesday 23 rd February	To include Station to Stadium Corridor		
	Cultural Heart (TBC)	David Glover	
	Work Programme	Jodie Harris	
Thursday 7th April 2022	Trans Pennine Route Upgrade (TBC)		

Agenda Publication: Wednesday 30 th March	Suggested for early next year possibility to invite a representative from network rail. Work Programme	Richard Hollinson/Tim Lawrence Jodie Harris	
--	--	--	--

Items for consideration

Scheduled

- Waste Strategy (July)
- Dewsbury Town Centre Update (July)
- Cooper Bridge (August)
- Cultural Heart (September)
- Review of Winter maintenance services including the link to planning (September)

Items provisionally scheduled (may be subject to some change):

- Overview of SPD's (October)
- Kirklees Housing and Neighbourhoods update including estate management (October)
- Place Partnership Leads – Active Travel Update (November)
- Procurement of Waste Treatment Services (November)
- Smaller Towns Programme (January)
- Affordable Housing Mix SPD's (January TBC)
- Play Areas – (TBC)
- Huddersfield Blueprint Update (including Station to Stadium corridor) (March)

Items not yet scheduled:

- Inward Investment Strategy (postponed due to Covid)
- Travellers accommodation
- Air Quality Action Plan 2021 plan
- Digital Update
- Skills: Training and Apprenticeships
- Green Space Strategy, Biodiversity
- Highways capital funding programme
- Huddersfield Market – check with AP on timelines
- Active Travel Update
- Place Based Working – focus on stability
- Energy Saving Trust recommendations on future fleet procurement

This page is intentionally left blank